

TOWN OF CROSS ROADS VISION 2035





CROSS ROADS VISION 2035 FINAL VISION AND NEXT STEPS PLAN

BUILDING OUR FUTURE, TOGETHER

This report presents the vision and strategic action plan that has been developed following Greater Yield's community engagement program during the Town of Cross Roads Vision 2035 process. Throughout 2021 approximately 536 people have participated in a series of surveys, engagement sessions (in-person & via Zoom), and focus group sessions. This engagement process was designed to provide an open, inclusive and transparent platform for community members to help create a shared vision for the Town of Cross Roads.

This report represents Greater Yield's summary of the engagement outcomes, and how this data has informed the identification of a preferred future and strategic data for the updates necessary to the Cross Roads Comprehensive Plan. As the project consultant, Greater Yield was given the responsibility to develop a data-driven process, which has informed this report.

September 2021

Report Prepared by:





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Acknowledgments

The Town of Cross Roads Vision 2035 – Building Our Future, Together was developed based on feedback from the Town of Cross Roads officials and community input both in-person and online events, resulting in 536 responses. Thank you to all who participated throughout the process during a challenging time. The visioning process helped gather collective ideas for having next step priorities in place. Thank you to the following for their support and input to this project.

PROJECT CHAMPION

Mayor of the Town of Cross Roads, Texas

T. Lynn Tompkins, Jr.

Town Council Members

Dave Meek – Mayor Pro-Team, Council Member

Greg Gaalema – Council Member

Ron King – Council Member

Wendy White-Stevens – Council Member

Town of Cross Roads Administrative Staff

Kristi Gilbert – Town Administrator

Rodney Patterson – Building Official

Karen Padilla – Accounting Tech/Payroll

Brenda Sanchez – Court Administrator

Donna Butler – Town Secretary

Christy Sayer – Permit Tech

Cross Roads Police Department

Shaun Short – Police Chief

Madison Gotthardt – Records/Admin Asst

Danny Rounsavall – Sergeant

Kris Tyler – Sergeant

Chris Bardwell – Officer

Michael Draut – Officer

Mark Ladusau – Officer

David Lightfoot - Officer

Municipal Development District

John Knox – President

Sara Montazeri – Vice President

Mady Killfoil – Member

Allan Neubauer – Member

LQ Vann – Member

Planning and Zoning Commission

Jim Riley – Chair

Gary Daniels – Member

James Dominy – Member

Kay Neubauer – Member

David Wright – Member

Parks & Recreation Advisory Board

Ronald Zohfeld – Chair

Vicki Knox – Vice Chair

Blanche Dillion – Member

Angela Gorton – Member

Steven Killfoil – Member

Herman Oosterwijk – Member

Paula Paus – Member

Community Workshop Participants and Survey Respondents

Special thanks to the community members who provided feedback during this project.



The Town of Cross Roads Leadership

Vision 2035 – Building Our Future Together Team



T. Lynn Tompkins, Jr.
Mayor



David R. Meek
Mayor Pro-Tem
Councilman



Ron King
Councilman



Greg Gaalema
Councilman



Wendy White-Stevens
Councilwoman



Kristi Gilbert
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Shaun Short
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Paul Rust
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Municipal Dev.
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Sara Montazeri
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District



Jim Riley
Chair
Planning & Zoning
Commission



Ron Zofeld
Chair
Parks & Rec
Advisory Board



Vicki Knox
Vice Chair
Parks & Rec
Advisory Board



Mayor's Letter to Citizens

It is my pleasure to introduce the Town of Cross Roads Vision 2035 – “Building Our Future Together” Final Report. Cross Roads is a place we call home, a strong and healthy community where residents and visitors feel they belong.

I know that people love our Town, desire to be a part of our community and want to have a voice in the direction we are headed. So in Feb 2020, I made the decision to request that a Community Visioning process be undertaken for the citizens of the Town of Cross Roads. We are poised for positive change over the next 20 years and as a Town, it was imperative that we develop our vision of the future for what we, as citizens want Cross Roads to be.

I am extremely proud of the collaboration and commitment from our community in this process. Over the past 8 months, citizens from a diverse range of backgrounds, new and long term residents, and young and old stepped forward and became involved with this visioning process.

This process has included hundreds of our citizens who were involved in public events, Zoom and in-person meetings, surveys and additional means of gathering input from numerous sources. The visionary statements included in this document are intended as opportunities to keep Town of Cross Roads citizens involved in a continual process of planning for our future and will be a part of our community leaders' strategic and operational planning decisions. This visioning process presented residents an opportunity to express core beliefs and a preferred future while learning and listening to each other's priorities, hopes, and dreams. We discovered that there is more that unites us than divides us. At every step in the process, we tapped into the strengths of our community.

Our community has worked together for generations to preserve our quality of life, our history and our culture and this will continue through the implementation of Vision 2035. I encourage everyone who was a part of, and those who are new to, “Vision 2035 – Building our Future, Together” to become involved in and supportive of the views and concepts included in this document. We, and future generations, will be the beneficiaries of this foresight.

Finally, I want to thank all of the amazing people, who stepped forward and became involved with this visioning program, including the community members who share their wealth of positive ideas and inspiration to make this process successful. There is a passion around opportunities for positive change.

On behalf of the participating members of Town Council, I want to express our gratitude and reaffirm our support as we continue to move the Town of Cross Roads forward – **BUILDING OUR FUTURE TOGETHER!**

Sincerely,

T. Lynn Tompkins, Jr.

T. Lynn Tompkins, Jr.
Mayor, Town of Cross Roads



Greater Yield Letter

Dear Mayor T. Lynn Tompkins Jr., Town Council and Cross Roads Community Members,

It is with great pleasure that Greater Yield, Inc. (GY) submits this Final Report on the Town of Cross Roads Vision 2035 - Building Our Future, Together (VISION 2035). This report summarizes all aspects of our work as well as detailed community input obtained during the Visioning process. This document is intended to be a valuable resource for future planning, decision-making and the creation of the Towns Comprehensive Plan so it is properly aligned with the communities' desires and vision.

GY work began in February 2021 when, Mayor T. Lynn Tompkins, Jr. requested a group to provide a Community Visioning to the Town of Cross Roads. GY and its owner Debbie Womack were referred to the Town for the initial discussions. Part of the mission of GY is to pay it forward and give back to the community. Ms. Womack made the decision that GY would provide a condensed version of a Community Visioning Project as part of its give back to the community.

GY made it a priority that the Visioning process was community-driven, and engaged a broad representation of community members, to ensure that the Vision Statement would reflect extensive community input. Throughout the process, GY has worked closely with the Cross Roads community to ensure that these priorities were realized. We worked with the community to customize and deliver a fully collaborative process to create the Community Vision Statement. Through this Visioning process, residents of the Town reflected on current and potential opportunities and thought creatively about the future.

GY has very much enjoyed working with The Town of Cross Roads and the Cross Roads Community. We want to express a special gratitude to the Mayor, Town Council and all the boards, commissions, committees and town government department members who made vital contributions to the process at key points along the way and the citizens of the Town of Cross Roads for being open and engaged with throughout this project.

It has been a pleasure to facilitate this important community-led effort, and we look forward to additional partnership opportunities in the near future.

Sincerely,

Debbie K. Womack

Debbie K. Womack
CEO, Owner
Greater Yield, Inc.
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What is Visioning?

“Visioning” is a term used to describe a strategic planning process that develops an image of what a community would like to be in the future and the start of the foundation for an implementation plan on how to get there. In conjunction with the town’s strategic financial planning initiatives, Cross Roads actively participates in operational strategic planning processes. These processes ensure that the quality of life desired and provided through Cross Roads operations is also fiscally responsible and sustainable.

Cross Roads citizens, businesses, staff and elected officials continuously strive to improve the Town of Cross Roads. The elected body and staff of Cross Roads work diligently to ensure that every effort is made to provide the community with what it wants and needs at the greatest possible value. As financial and operational challenges grow, Cross Roads staff and officials grow with them.

A good community visioning process is designed to help a community prepare and plan for the future. A great visioning process will allow the community to search for and identify key attributes that will define it over the coming 10 – 20 years. In many ways a visioning process is a positioning exercise, to find the sweet spot where real life circumstances, emerging trends, and community aspiration converge.

The Vision Statement is the “road map” to the Town of Cross Roads future, clearly explaining what is held as important and essential to the community’s identity as well as presenting hopes for the future. It will guide its citizens and community leaders down the path towards creating the shared community vision of Cross Roads in 2035.

The Town of Cross Roads and other neighboring towns and cities throughout the region are working to share services and share knowledge to ensure the very best decisions are made for the citizen’s of Cross Roads. Dedicated staff, knowledgeable and progressive elected officials and strategic planning efforts are invaluable in the battle for progress in an ever-changing world.

Town of Cross Roads Vision 2035 – Building Our Future Together is the starting point and will serve as an important foundation for other strategic efforts, such as the Town’s Comprehensive Plan and Capital Improvement Plans. The Mayor and Town Council have flagged Cross Roads Vision 2035 as an important priority.



Brief History of Cross Roads

The Town of Cross Roads was formed by a group of people determined to maintain independence from the City of Denton. The founders did not want the high taxes that would accompany annexation to become their future; independence and country living was a way of life they wished to keep. In 2023, the Town of Cross Roads will celebrate its' 50th anniversary and the Towns people still appreciate these values.

If you look at the landscape of Cross Roads over the last 50 years, it has changed vastly. Take a step back in time to picture Cross Roads as it was in 1970. East of Denton on Highway 380/377, there stood a long, two-lane raised bridge over the Elm Fork of the Trinity River and the flood plain it served that was known as “the flatlands”. A long-time resident stated that if you had your car windows rolled down in the summer while driving across the bridge or rode horseback across the flatlands, you could smell the fragrance of the Autumn Sage that bloomed wild. This is before Lake Lewisville was expanded and before Lake Ray Roberts was planned. In those times, water only covered the flatlands when the heavy rains caused flooding. Then the water would recede, leaving rich bottomland for cattle grazing in the summer, and a wonderful place for duck and quail hunting in the winter.

Continuing east on Highway 380/377, to the left is Rock Hill Road. In 1970, it was a dirt road with a rickety wooden bridge, in sore need of repair. Continuing up the hill, there was a panorama of the valley carved from years of river flooding and the TWU dormitory in Denton in the background. To the right is Moseley Road, which in 1970 had huge piles of gravel that TxDOT used to maintain the roads. There were no stores or businesses on Highway 380/377, just two or three big piles of gravel. In this area is Rock Hill House, built as a hunting lodge in the 1850's. The doors are a solid three inches thick to keep intruders out with iron bars across the doors and windows inside.

Just after Moseley, Highway 380/377 splits with a small overpass for 377 to go up to Aubrey. Back in 1970, on Highway 380 there was a ranch or two to until FM 424. On the northwest corner of Highway 380 and FM 424 there was one store, T&O, named for the Turner and Ottinger families who ran the store. This quaint, grayed wood front store always needed a coat of paint, and had a door on a creaky spring that slammed shut with a big bang. This is the place for people in the community to buy eggs and milk, visit and find out about “What’s going on.” They still had a hitching post for horses out front in 1970! This is how the area looked that was soon to be incorporated as Cross Roads, Texas.

With a population of about 300, James M. (Jim) Cundall and Jerry Burns with the financial help of Denton Co-op Power, drew up a petition, talked to neighbors, and then talked to more neighbors about having a Town with no ad valorem tax to protect against annexation by the City of Denton. Blanche Dillon, the daughter of James Cundall, recalls this story of her father trying to convince neighbors of the wisdom of incorporating the Town. “I remember one day while the incorporation was underway, Dad and I had gone up to T&O to get some milk and I waited in the car. As Dad was walking out of the store with the bag, a man was following after him yelling about taxes. All of a sudden, the man



punched my dad in the face! I jumped out of the car and began screaming at this man who was startled to see me. He quickly got in his truck and drove away. I was quite concerned for my father who reassured me that he was fine as he straightened his glasses. His next words to me were, “Well I see I have more work to do. People don’t seem to understand that we are doing this to protect our property.” And he continued his efforts!”

In the 1970s, the City of Denton was expanding its ETJ out Highway 380 and they also wanted to expand the Denton City Landfill that was located in Cross Roads on the corner of Moseley and Tipps Road. At that time very few of the area residents wanted to become a part of the City of Denton and they wanted the dump to close, not expand. On April 23, 1973, Denton County Judge Tom Todd, received the petition to incorporate a defined area around the crossroads of Fish Trap Road and FM 424 and to the south and west, as an official Town. Among those who signed the petition are: Jerry Burns, La Rue Ludwig, Billy S. Ottinger, Mrs. Neva Ottinger, Bobby Turner, Mrs. Bobby Turner, Joan Floyd, Glenn Floyd, Donald D. Elmore, Mrs. Donald D. Elmore, Mrs. Arlys Burns, Mrs. Warrenne Ludwig, James M. Cundall, Edwinia T. Cundall, Helen S. Diamond, William L. Beale, Mary L. Beal, H.E. Yarbrough, Mrs. H.E. Yarbrough, Mr. Wayne W. Albers, Mrs. Judy B. Albers, Bobby D. Boyer, Ira D. Cantrell, Minnie A. Cantrell, and Doris Strange. The election followed and the Town of Cross Roads was formed on June 11, 1973.

Over the years, the citizens of the Town of Cross Roads have come together to build the Town, annexing Oak Shores East and what is now Hillestone Pointe into the Town’s borders. Back in 1973 and continuing today, the people of Cross Roads work together for the benefit of the community. Cross Roads is listed as the #12 Best Place to Raise a Family in Denton County. *Written by Blanche Dillion*



James M. Cundall
1st Mayor of Town of Cross Roads



Town of Cross Roads
2021



The Visioning Process

Town of Cross Roads Vision 2035 – Building Our Future, Together, is a community visioning project designed to help the Town of Cross Roads position itself for the future, retaining the things that are valued most by the community while considering what we may need to change going forward. The initiative was aimed to define a shared vision for the Town of Cross Roads.

From a strategic planning perspective, Cross Roads Vision 2035 examines the issues that have been identified as having the highest priority within the community. This is linked to local aspirations, values and desires for the future. This process, and the survey results included in this report, enables a clear understanding of what people might be looking for in the Town of Cross Roads in 2035 and beyond. Cross Roads Vision 2035 has represented an opportunity for all citizens to have a say, and contribute to create the shared future vision.

This community conversation, started in February 2021, helped us to identify clear, positive directions for the future and involve local organizations and citizens in making them happen. There were 536 unique community members (approx. 31% of the 2020 population) that participated in this visioning project, culminating in the creation of this ***Town of Cross Roads Vision 2035 - Building Our Future, Together Report***.

The Town of Cross Roads Vision 2035 - Building Our Future, Together initiative worked with local residents, organizations and businesses to explore:

- What is unique and important about living in Cross Roads?
- What currently exist that needs to be preserved for future generations?
- Where is there opportunity or need to evolve and change?

The engagement portion of this important planning process ran from March – August 2021, and gathered significant community input, which is summarized in this report. This extensive community engagement and input was obtained in order to ascertain the what, where and how this community will reach it's full potential.

Through numerous meetings both in person and via Zoom working with the Town of Cross Roads citizens, the final language of the Town's Visioning statement was developed. Throughout this project Greater Yield worked with the Town Council, Municipal Development District (MDD), Parks & Recreation Advisory Board, Planning and Zoning Commission, Cross Roads Police Department and the Cross Roads Town Administrator and Staff to develop the Mission and Core Values for each of these critical town government groups.



Visioning Methodology and Process

The Town of Cross Roads visioning process asked what kind of Town its citizens would like to see in 2035 and how sustainability can be a part of that vision. Because it can take years to successfully implement a plan or vision in order for it to be successful, the Town must start looking ahead towards 2035 now, if the vision is to be realized.

The Town of Cross Roads Vision 2035 is a long-term strategic framework that helps our community understand and guide the important decision-making that will impact Cross Road's future. This framework lays out the key desires, wants and challenges identified by your community, which you need to be focusing your attention and resources on, over the coming years.

The following report presents this vision.

“Residents of Cross Roads are engaged in their community and cherish the environment and natural beauty that surrounds them. Such values are clearly reflected in their vision for preserving and enhancing the small town feel they all embrace.”
Debbie Womack



Town of Cross Roads – Vision 2035 Vision, Mission and Core Values

“Building Our Future, Together”

VISION STATEMENT

The Town of Cross Roads is a thriving community built on small-town country charm that is committed to an excellent quality of life for our community, citizens, businesses and visitors. We seek sustainable growth that protects our natural and historic resources, while preserving our values, qualities and culture. A strong and active multi-generational population enjoys its spirit of community.

MISSION STATEMENT

To maintain the friendly, approachable, small-town nature of our Town through effective local leadership, fiscal responsibility and efficient management. Through these actions we will create policies that produce a safe and vibrant community where residents delight in living, participating and welcoming guests.

CORE VALUES

Integrity First. We will conduct ourselves at all times in a manner that is ethical, legal, and professional with an unwavering commitment to honesty, fairness and respectfulness.

Visionary Leadership and Planning. We believe that the very essence of leadership is to be visionary and plan for the future.

Innovative Stewardship. We will challenge the status quo with regard to the way public services are designed, financed, and delivered to the citizens of Cross Roads and we will manage our community resources with the present and future generations in mind.

Teamwork with a Purpose. We function as a team and in partnership with the Town staff and essential service providers, who are dedicated to creating a superior work environment and are committed to delivery exceptional services to the citizens, residents and stakeholders of Cross Roads.

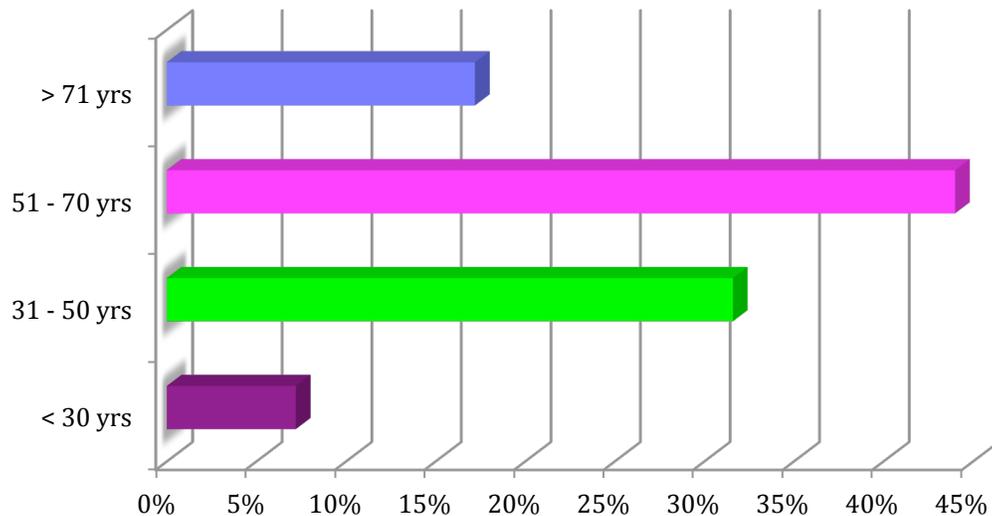
Transparency in All Decisions. The process by which deliberations are initiated, decisions are made and actions are taken will always be done with commitment to full transparency.



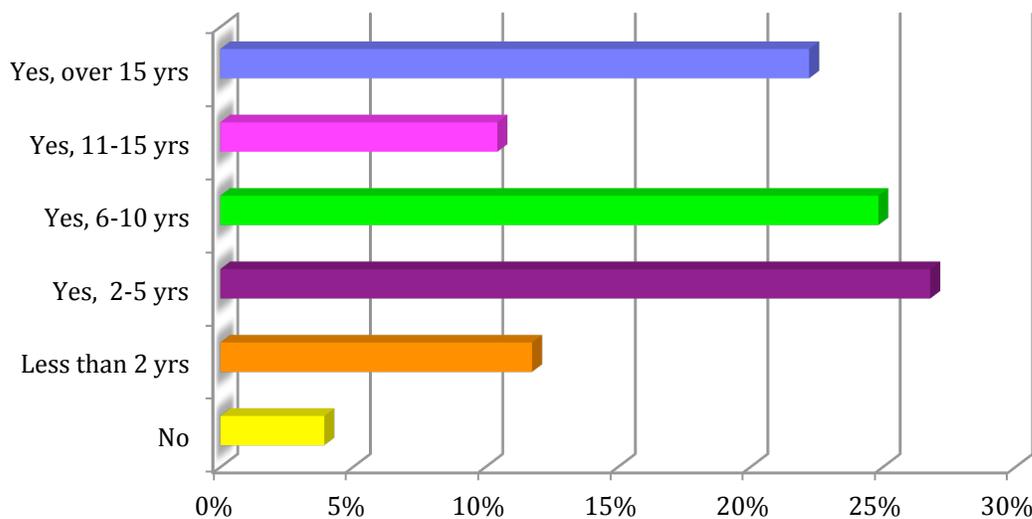
Demographics of Survey Participants

The information provided in these categories is based on the number of participants that responded to each question. Based on the 536 surveys submitted, 386 completed the demographics questionnaire. These charts are based on those 386 or approximately 72% of the participants.

What is your age group?

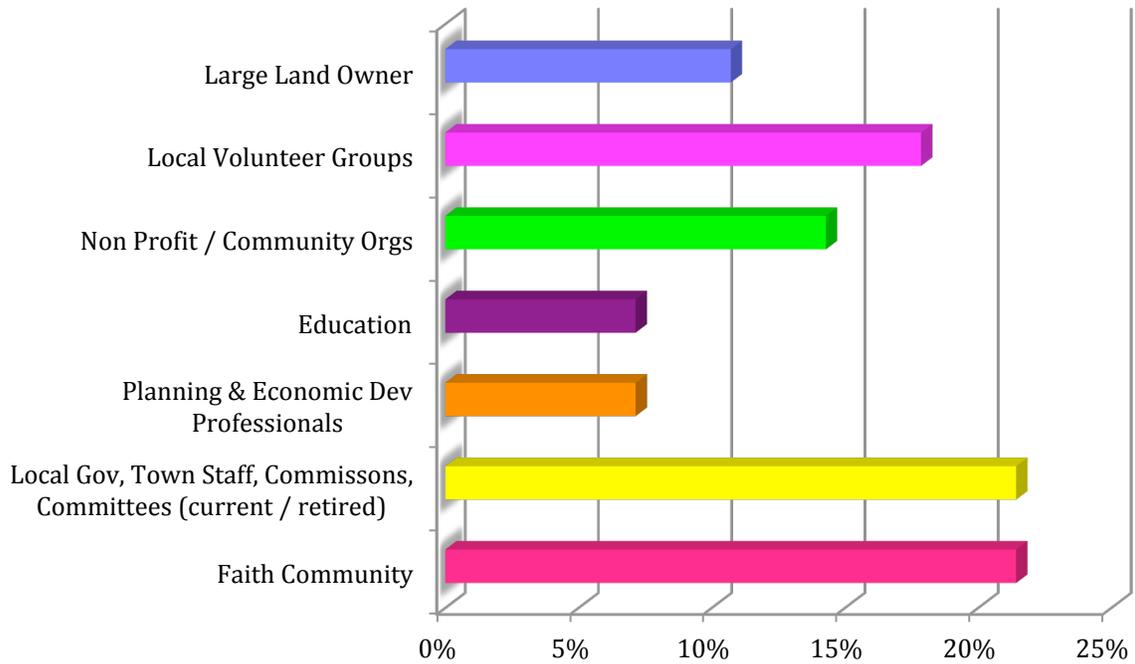


How long have you lived in Cross Roads?

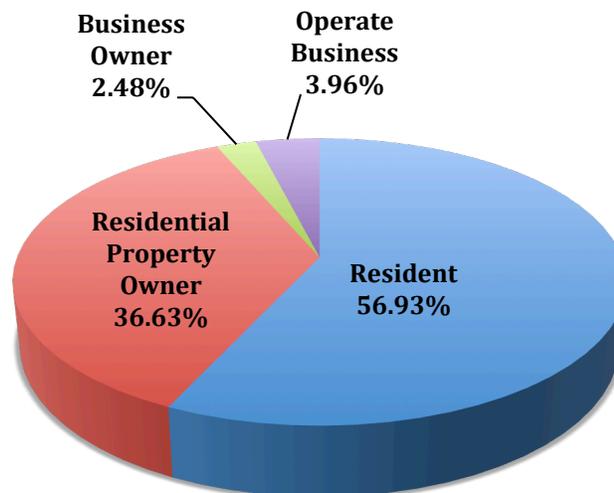




Are you affiliated with any community stakeholder groups? This section allows for multiple choices to apply.



Resident / Residential Property Owner / Operate Business / Business Owner





2020 Census Data on Cultural / Race Demographic



Census	Population
2020	1744
White	68.46%
Hispanic / Latino	13.82%
African American	8.03%
Native American	0.52%
Asian	2.69%
Other	0.63%
2 or more races	5.85%





Some of the **Key Themes** that emerged:

What makes the Town of Cross Roads special?

Key Themes	Sample Quotes
Small Town feel (size, character, quiet, safety/security)	<p>“That friendly neighborhood feeling”</p> <p>“Small Town with a big heart!”</p> <p>“It’s a peaceful and quite place”</p> <p>“Safe friendly small-Town character”</p> <p>“Slower pace than city life.”</p>
Caring, accepting, close-knit, supportive community	<p>“The people”</p> <p>“It’s a friendly, family-oriented community”</p> <p>“We are all connected”</p> <p>“Neighbor caring for neighbor community”</p>
Access to nature and outdoor recreation in a beautiful location (lake, open spaces, parks, views, designated wilderness areas)	<p>“Trees, wildlife, lake views”</p> <p>“Access to parks and the great outdoors”</p> <p>“Lots of open spaces and nice back roads”</p> <p>“Great lake views”</p>
Activities (Park, community gathering events)	<p>“Family, farmers market, food, fair, fun, friends”</p> <p>“Short distance to many necessities”</p> <p>“Community park”</p> <p>“Town events and gatherings are back!”</p>
Location, proximity, and rural living with urban conveniences	<p>“A unique blend of nature, ranches and living”</p> <p>“Being able to live on acreage and commute to work”</p> <p>“Close to almost everything you need”</p> <p>“Close conveniences in small Town”</p> <p>“It’s quiet and everything close”</p>



What do you want the future of Cross Roads to be?

Key Themes	Sample Quotes
Inclusive, welcoming, caring community for all	<p>“A city that cares for all.”</p> <p>“A place for everyone”</p> <p>“Community like family”</p> <p>"Caring community for our senior citizens"</p>
Small-town feel	<p>“Maintain hometown feel”</p> <p>“Charming little Town connected to nature”</p> <p>“Close-knit, small, original, clean, humble”</p>
Safe community	<p>“Safe permanent home for our family”</p> <p>“Safe place for families and continued commitment to community”</p> <p>"A safe place to raise our family"</p> <p>"A collaboration between law enforcement and the community"</p>
Fun activities, culture, and community events, spaces, and festivals	<p>“Full of opportunity for entertainment”</p> <p>“Public cultural and musical events and celebrations”</p> <p>“Art and recreational hub”</p> <p>"Community events throughout the year"</p>
Parks, recreation opportunities, access to nature, sustainability, and environmental stewardship	<p>“More green spaces”</p> <p>“Green, safe, welcoming, and fun”</p> <p>“Environmentally conscious and preserving”</p> <p>“More outdoor attractions to get people outdoors. More parks.”</p> <p>"Splash spray park for summer.”</p>
Family-oriented	<p>“State of the art parks for kids”</p> <p>“Thriving recreational family-centered community”</p> <p>“More stuff for young people, especially teens”</p> <p>"A place for family active lifestyles"</p>
More restaurants, shops, and local businesses / support for small and local business	<p>“A better variety of stores and restaurants”</p> <p>“A bustling Town full of options”</p> <p>“Small business-oriented”</p> <p>“More local businesses, events, restaurants”</p> <p>"Fine dining, water features and gazebo for special events"</p>



What additional thoughts would you share as we develop a new vision, mission and set of core values for Cross Roads?

Key Themes	Sample Quotes
<p>More restaurants, shops, local businesses, activities, events, and other amenities – particularly downtown and for families and young people</p>	<p>“We need more shops and restaurants and a thriving Town Centre.” “We need a biking pump track and a rock-climbing wall.” “Promote more activities for the community and children.” “I would like more open-air markets all year round.” “Community dinners, dances, game nights” “Teens need safe & friendly places to go – bowling alley, skating rink, or actual events focused on teens/young adults!!” “Have more cultural events.”</p>
<p>Reduce traffic and improve roads</p>	<p>“A way to separate drive-through traffic from local traffic.” “Traffic is a nightmare.” “Consider trying for a 380 by-pass or over-pass so residents don't have to deal with the horrible traffic created by the passer-throughs.” “Need side roads connected so residents do not have to be in the middle of the 380 nightmare.”</p>
<p>Control development to help traffic, protect nature, and keep town character</p>	<p>“Maintain the historic look and feel. Save the trees.” “Do not lose the small-Town feel.” “Consider the importance of our rural communities and preserve them.” “Value healthy growth. What can our environment, streets, and public resources handle in a healthy way?”</p>
<p>Parks, recreation opportunities, access to nature, environmental stewardship, more walking and biking trails</p>	<p>“Preserve forests and natural habitats.” “Maintain ranches and green spaces.” “Just take care of the open spaces. They are great now, just keep it up!” “Sidewalks/bike trails would help my family be more active and increase our time together in Town and not going elsewhere .”</p>
<p>Inclusive, welcoming, caring community for all</p>	<p>“I want myself and others to feel safe to be unapologetically themselves.” “Love, inclusivity, fun!” “We need more support for our senior community, housing, day care, services.”</p>



Cross Roads community members who were involved in the Vision 2035 process appreciate and want....

- **Community:** A friendly, close-knit, supportive, welcoming, and inclusive community
- **Parks:** Improved and well-maintained parks, trails, and open spaces to gather and recreate
- **Nature:** Access to healthy and protected natural areas and waterways
- **A small-Town feel:** To maintain Cross Roads small-town character
- **Small businesses:** Thriving small and local businesses – particularly in a Town Square / Town Centre environment
- **Amenities and activities:** Mores shops, upscale fine dining restaurants, and entertainment
- **A family-friendly Town:** More activities and spaces for families and youth
- **Safety:** To feel safe and not worry about crime or emergencies
- **Calm and quite:** A sense of calm and quiet in the community
- **Easier driving:** Less traffic, well-maintained roads, and slower speed limits

In the open-ended part of these questions, participants added additional information about the things that they would like to see in the future of Cross Roads. The key themes are the following:

- More activities and places to gather, especially for families and youth. Suggestions included a Town Centre / Town Square (with higher end retail, niche shopping, local shop and a water feature with outdoor access and higher end dining spots), community events at local parks, art and culture, a year-long farmer's market, music festivals, recreational center for adults, kids and families, a bowling alley, community swimming pool or splash pool, Gaga Ball Pit, development around the lake that adds water-sport activities, rentals and picnic areas.
- Improved infrastructure for people who drive, walk, hike and bike. Suggestions are to leave the older roads (Pottershop, Mill Creek, Tipps, and Historic Roads) alone. Add more hiking, biking and walking trails and parks for those who want to have safe and friendly outdoors access within the community.
- More amenities. Suggestions include once again a Town Centre / Town Square that would have a variety of restaurants (including healthy foods, juice bars, coffee shop café, upscale fine dining, winery) and niche small retailers. More parks that are family-friendly and pet-friendly (with dog park and play ground equipment), higher end and organic grocers, and a downtown that makes it a destination-worthy location.



Residents also want more parks around the Town where their children can enjoy playing. They want the parks to be interactive and adaptive and also want included splash / minimum water parks. Adaptive parks provide accommodations for children and adults with different abilities. Nearly 1 in 5 people in the US have a disability. Whether a child has cognitive issues, mobility challenges, or both, the design of most urban play areas inadvertently excludes a significant portion of the population playgrounds were built to serve. City officials around the country are rethinking what an accessible playground looks like and how parks can serve the full range of needs found in a community. They also want to ensure that they will have restrooms and water fountains for all visitors. As families continue to move into Cross Roads there are going to be more and more need for these types of amenities.

The park is no longer a place of physical activity just for the kids. It is an activity that the entire family can take part in. These outdoor gyms are often placed in close vicinity to the kids' playground, so parents can keep an eye out while accomplishing a quick workout. As busy as we are, most of us will admit that fitness can fall off the radar, so being able to multitask increases the likelihood of both children and parents getting their 30 minutes of exercise (or more!) in for the day. In addition, parents are showing children that fitness and exercise are important at every age.

All of these ideas for the future also bring in visitors from surrounding areas who do not have access to such amenities. The benefit is if it's drawing people to the area, then it's going to bring benefits. The obvious beneficiaries of tourism and recreation are the Town and business within the Town. These items help to increase property values, make the Town an even more attractive place to live, help to reduce medical cost, boost spending at local businesses and most important, increases tax revenues.





Residents stated, as their number 1 goal, that they want a Town Centre/Town Square with upscale storefronts, restaurants and businesses. The walkability of a Town Centre and a waterfront/river is something that people want and it helps to maintain their strong sense of community and “small-town atmosphere with the best of city life close by. A greater focus was put on activities and facilities for children and youth in and around this type of design. Keeping a sense of place, identity and culture can be challenging in a growing and changing community. Cross Roads residents are looking for entertainment and activities that provide the ability for them to stay close to home and be able to go out for a nice, romantic dinner, shopping, date night, family events, live performances such as music or drama, outdoor movies, activities for kids of all ages that would be a part of the identity of the Town Centre/Town Square. This type of environment would foster healthy social settings and provide a feeling of familiarity and security so that citizens want to be it in those spaces throughout the year.

People desire places that celebrate nature, the arts and creativity to create that sense of community. However, some also expressed concern that the size of new housing, height of high-rises and the introduction of concrete building forms are detracting from this small-town feel. Finding a balanced way to accommodate growth and maintain the character of the community will be a key challenge to address.

There are a number of reasons for Town’s to have a Town Square / Town Centre. Some the key items are:

Beauty. A well-designed Town Square gives residents and visitors a reason to enjoy the “downtown” and new “streetscape”.

Walkability. Successful downtowns are walkable. Improved walkability helps local businesses attract more customers and achieve greater success.

Focal Point. Small towns and neighborhoods need a center and focal point to attract more shoppers, walkers, families with children, and seniors to the downtown. It is not a wasted investment.

Pride. Town Squares honor their unique identity as a beautiful small Town that is surrounded by trees and open space and is proud of its history, location, and family-friendly atmosphere.

Community. Community gatherings, special events, a relocated farmer’s market, summer concerts and outdoor movies all can happen at a Town Square. These events bring life to the downtown and increase business for merchants.

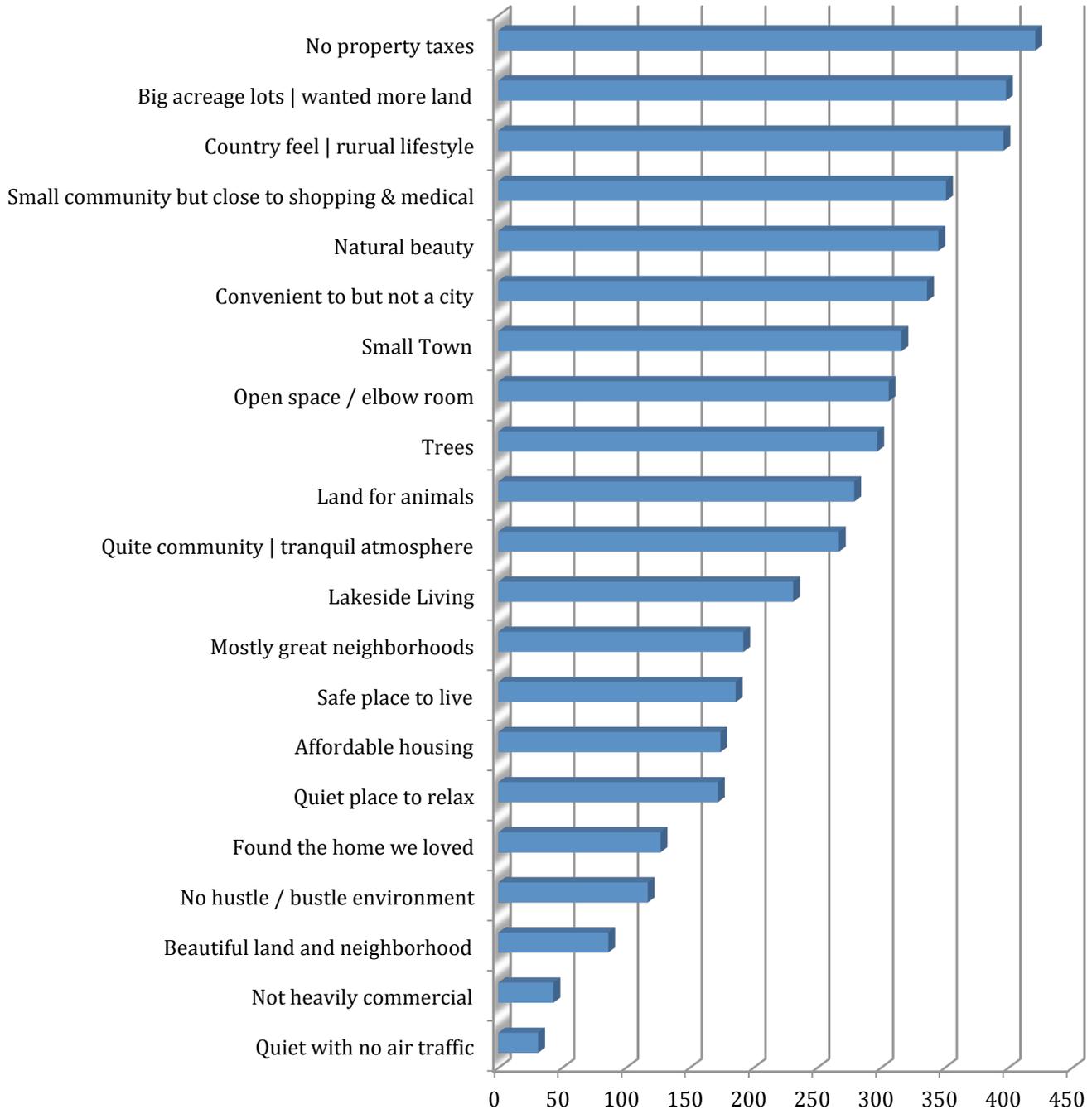
Health. A Town Square benefits health and safety. Shoppers and workers, children, and seniors will have more reasons to walk and get exercise. Don’t count out brownfield revitalization in your plans.





Survey Question 1

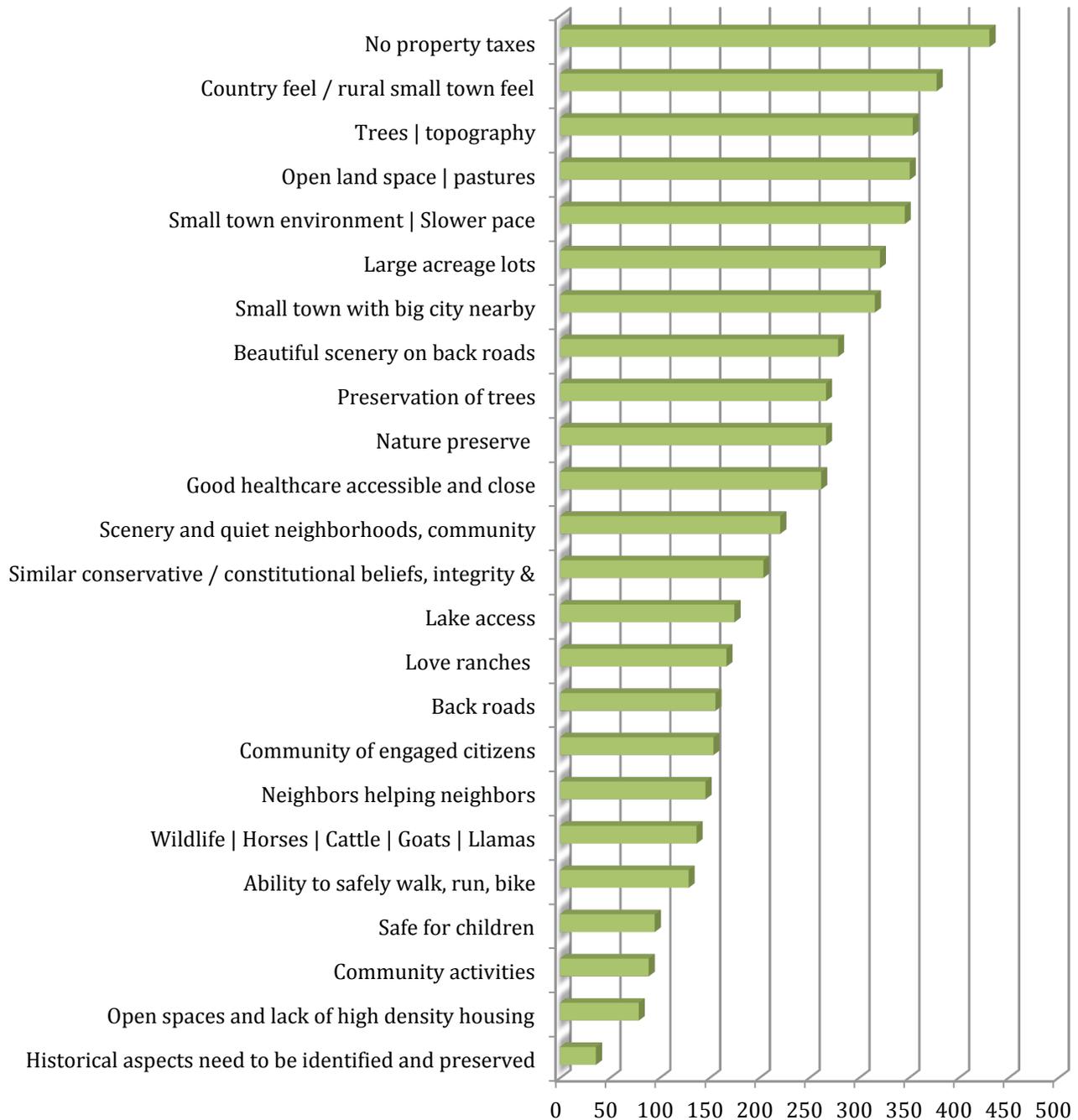
Why do you live in Cross Roads?





Survey Question 2

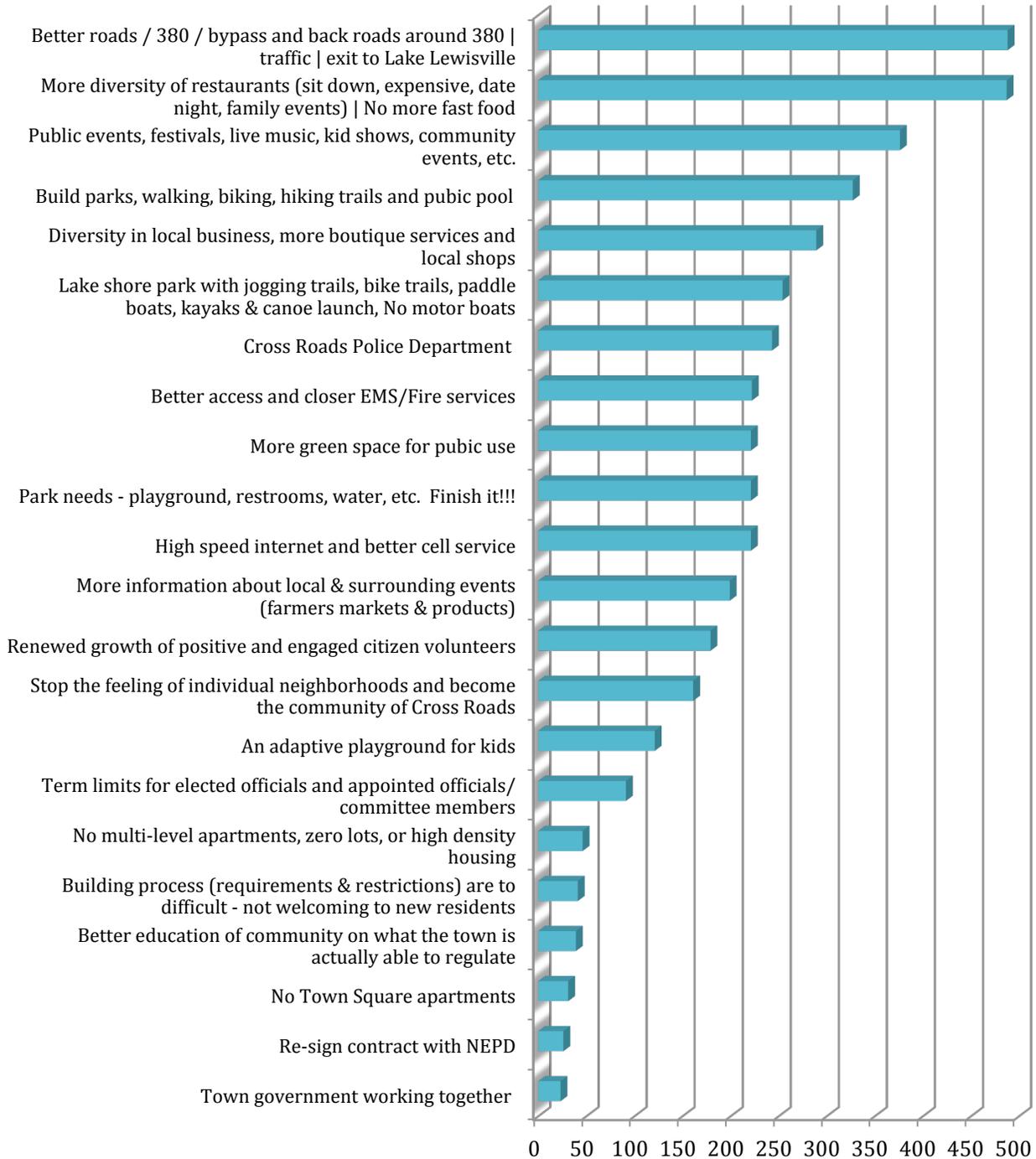
What are Cross Roads Key Attributes?





Survey Question 3

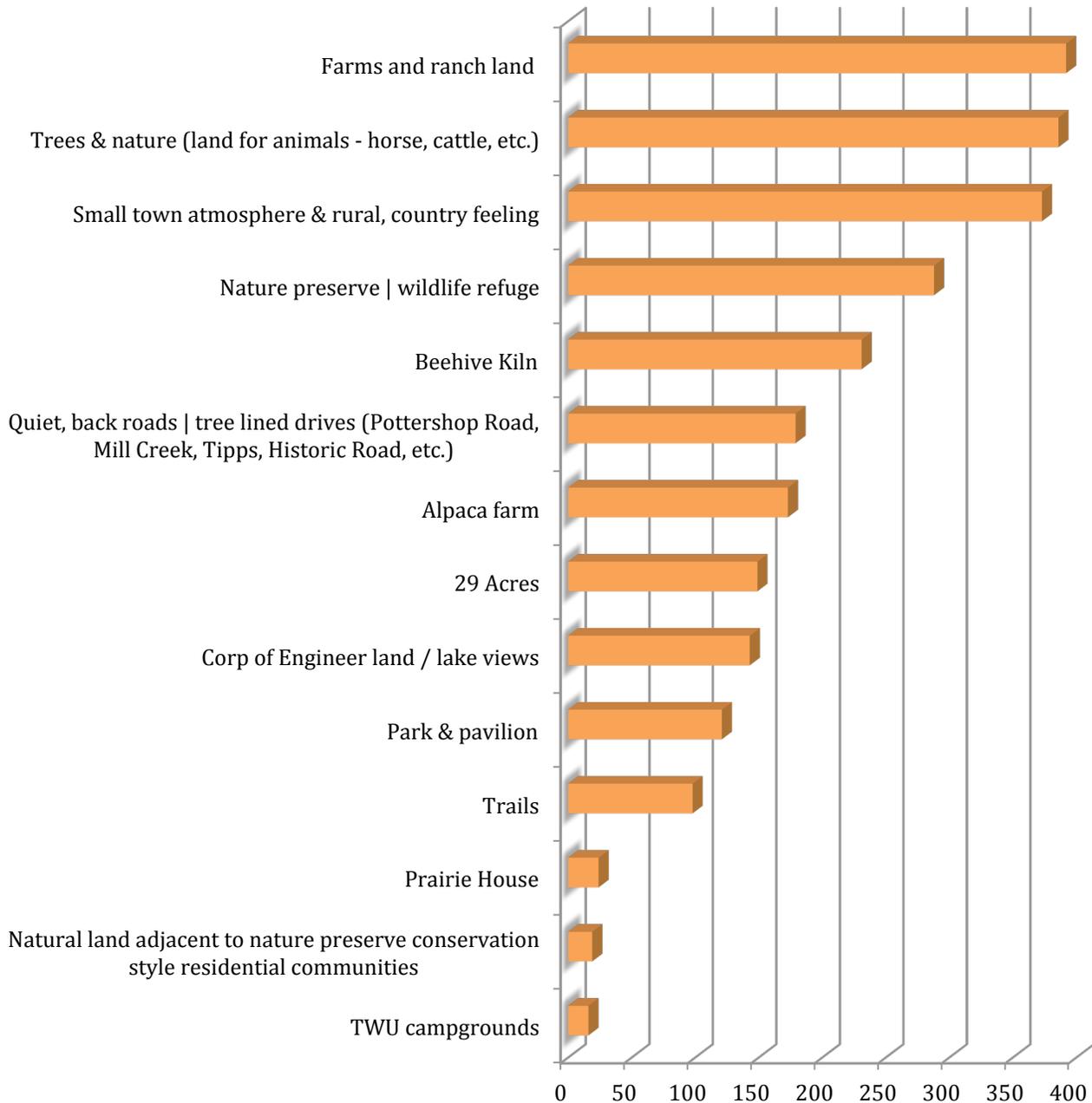
If you could change anything about Cross Roads, what would you change?





Survey Question 4

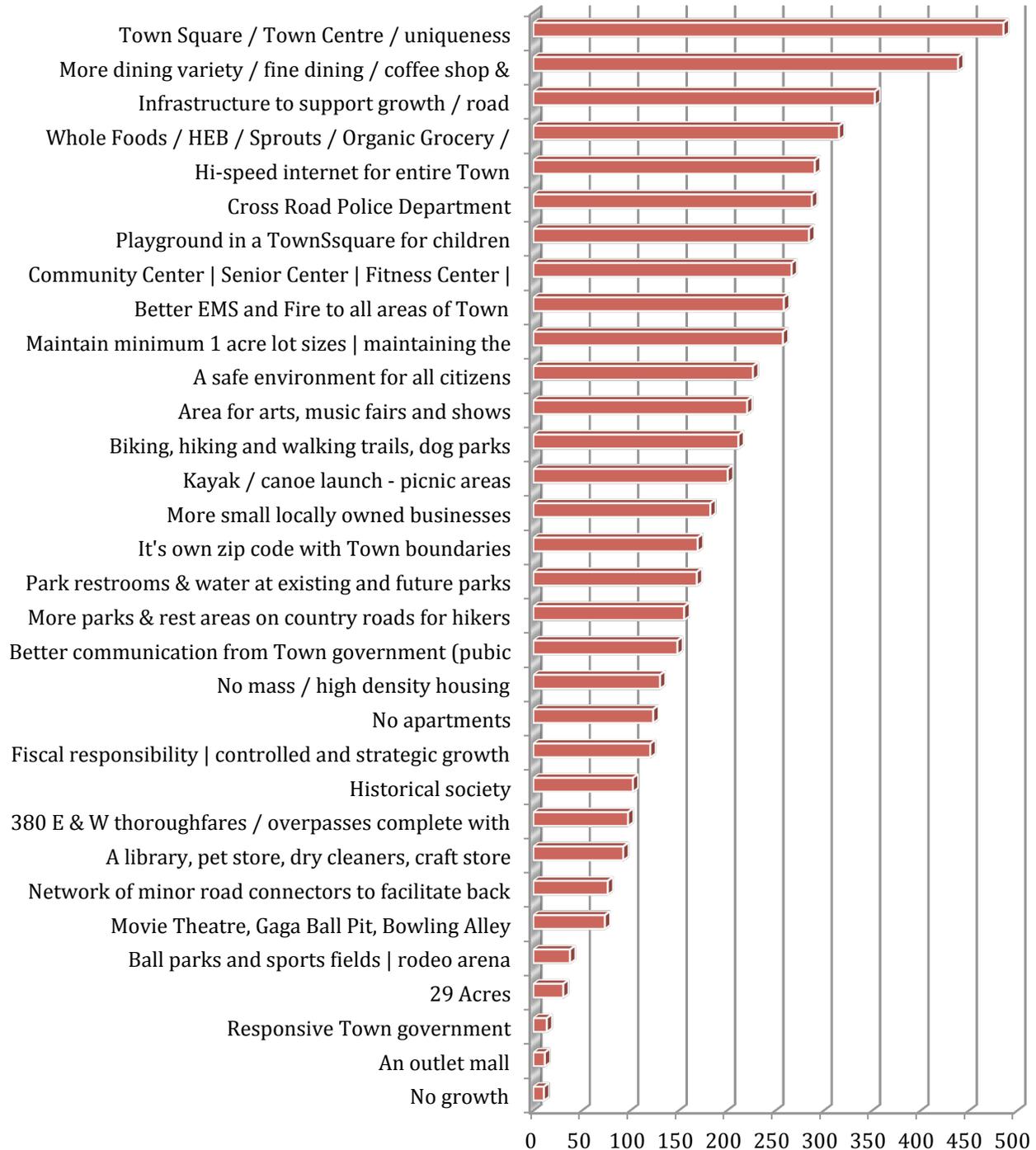
What special places are in Cross Roads and should be preserved?





Survey Question 5

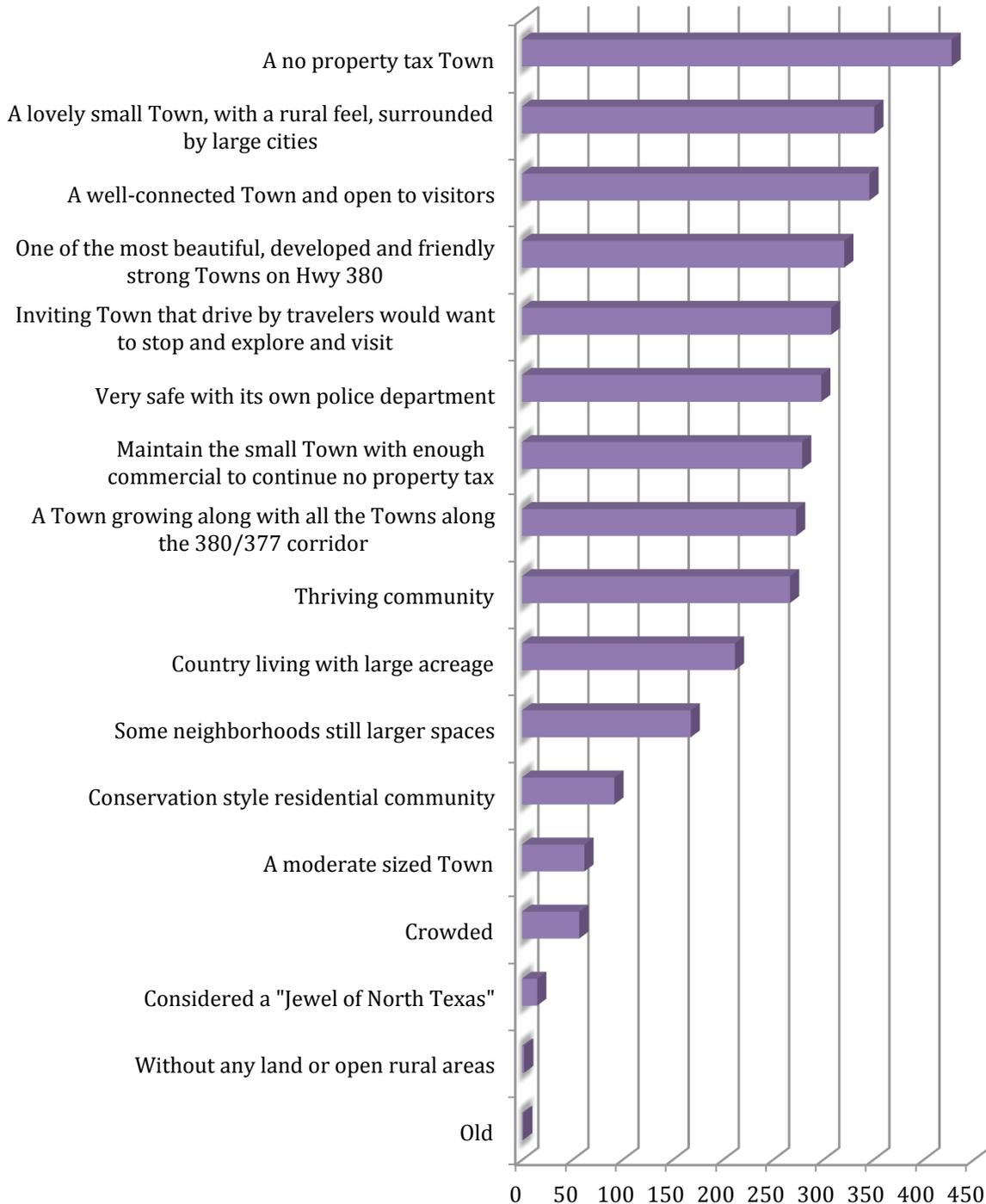
What would you like to see in Cross Roads as it grows?





Survey Question 6

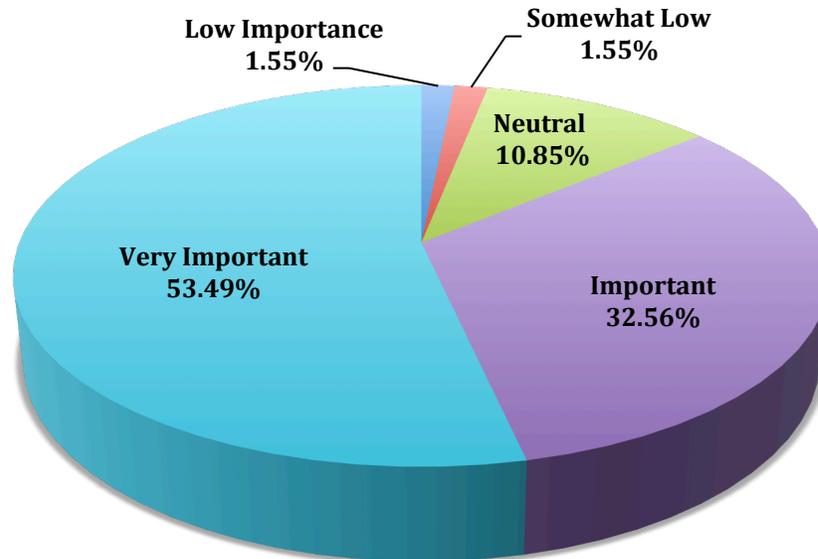
In 20 years Cross Roads will be....





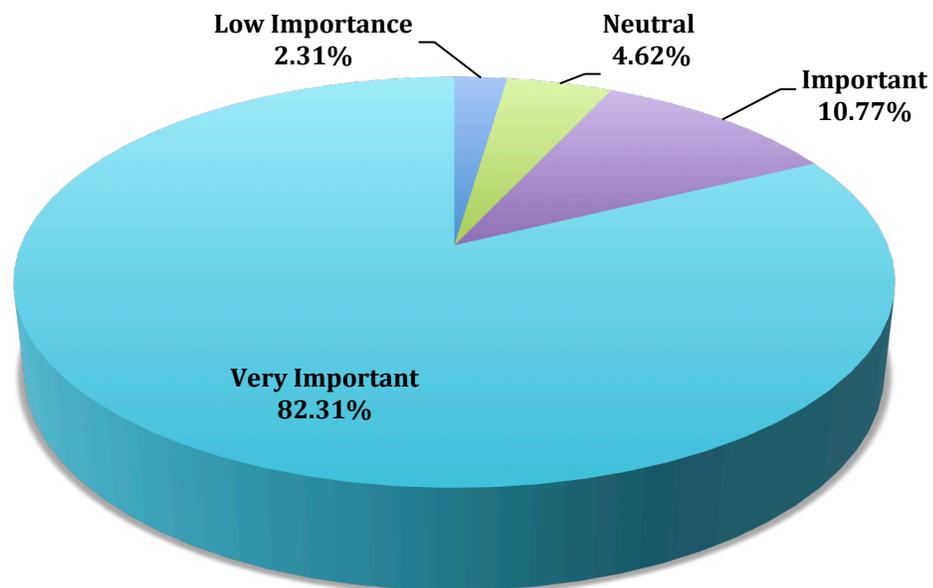
Survey Question 7

Conservation of Natural Habitats, Trees and Open Spaces



Survey Question 8

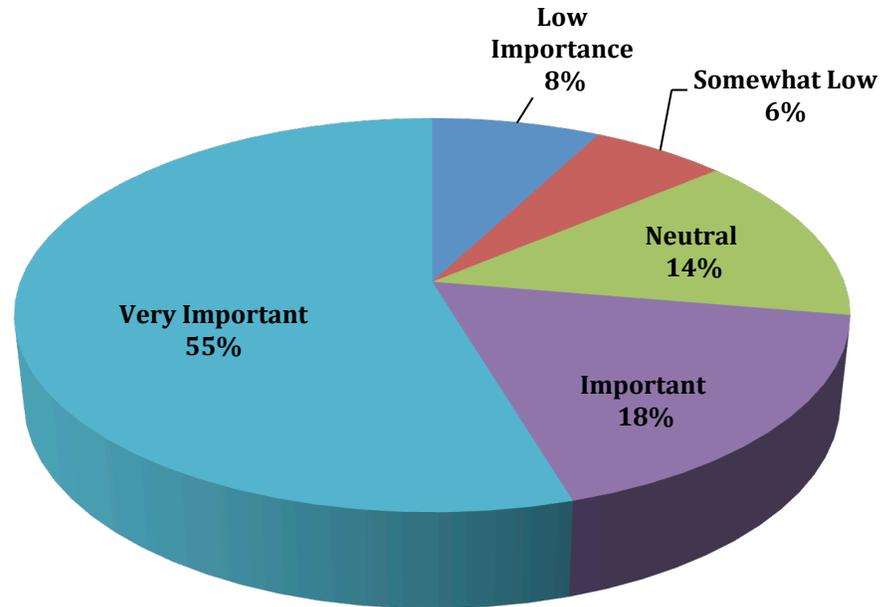
Preserve the Town's No Property Tax status





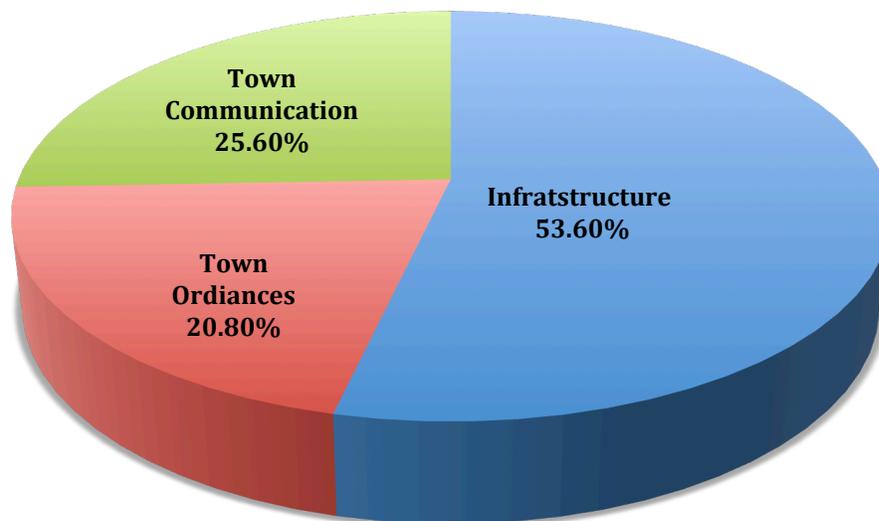
Survey Question 9

Promote residential development of estate lots 1-acre or larger



Survey Question 10

What do you think Cross Roads must focus on to attract quality businesses?





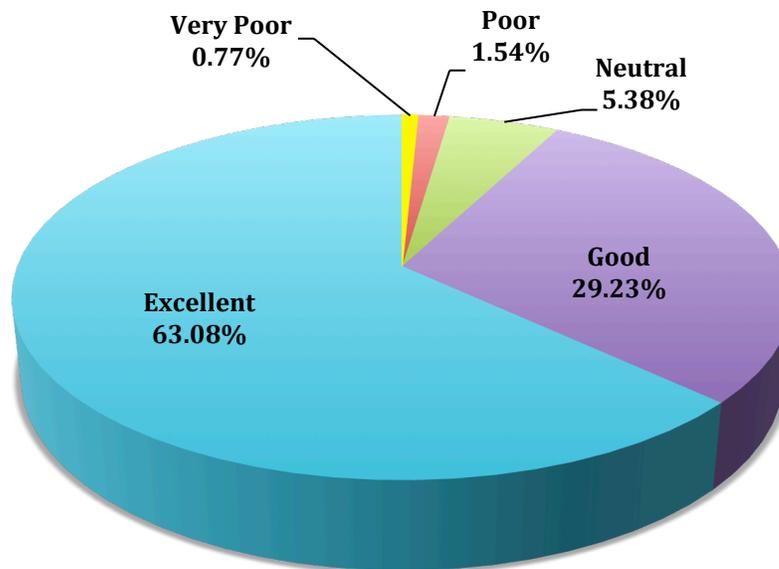
Survey Question 11

What results do you most desire from bringing new business to Cross Roads?



Survey Question 12

Quality of Life





Survey Question – Current View

What actions has Cross Roads taken **that have improved your outlook** for the Town?

The fact that this survey has been sent shows me that you care about the people of Cross Roads and want to make it better

Fixing roads and adding stoplights where necessary

Information on developments.

Preserved trees and require 1 acre minimum property for homeowners.

Not allowing unnecessary residential road improvements that would increase traffic and ruin the Town's charm.

The protection of trees and the one-acre lot minimum are good steps but we need more.

Our own police department will be a positive change.

Separate from NEPD and manage our own destiny

Preserved no Town tax.

Open government, posting agenda packets

Mayor and Council activities more transparent; communication from Town is stronger and transparent.

Design is more upscale.

More professional communication practices

Created a Park Board

New Mayor and Town administrator great change

Community market has been a wonderful addition that last few years and keeps that small Town feel alive

Administration that provides citizen input and transparency.

Much better communication from Town government to residents but could still improve

Cleanup Day

Tree conservation



TOWN OF CROSS ROADS - MISSION AND CORE VALUES

TOWN COUNCIL

MUNICIPAL DEVELOPMENT DISTRICT

PLANNING & ZONING COMMISSION

PARKS AND RECREATION ADVISORY BOARD

STAFF & MUNICIPLE COURT

CROSS ROADS POLICE DEPARTMENT

LITTLE ELM FIRE DEPARTMENT



Town of Cross Roads

Town Council

“One Town, One Team, One Council”

Our Mission:

Through responsible leadership, our mission as members of the Cross Roads Town Council is to enrich the quality of life for all our citizens. To build an attractive, inviting and secure community.

We pledge to work in partnership with our residents to encourage, lead and advocate for community pride, develop a diversified economy, and to preserve and enhance the natural beauty of our environment.

We will work to determine the local and regional needs of the citizens and stakeholders by providing a fair and balanced government that is proactive in responding to the community.

Building our Future Together.

Our Core Values:

Guiding Principle

At all times, and in all interactions, the Town Council will work to find common ground in the best interest of the citizens and stakeholders. Cross Roads Town Council Core Values are underpinned by our shared belief – **“One Town, One Team, One Council”**.

Ethics, Integrity and Professionalism

We believe that ethics, integrity, and professionalism are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values. We will safeguard our public trust through honest business practices and open communication. Our credibility with the public depends on our strong ethical stewardship of all resources.

Fiscal Responsibility & Quality Delivery of Service

We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional manner. Fiscal responsibility and the prudent stewardship of public funds and town assets is essential if residents are to have confidence in government.



Visionary Leadership and Planning

We believe that the very essence of leadership is to be responsive to current goals and needs, and visionary in planning for the future. We strive to uphold the highest work ethic, treat everyone fairly, empower people to do their best, promote continuous improvement, foster teamwork, communicate openly and respectfully so as to achieve trust and accountability throughout our community.

Open, Honest, and Respectful Communication

We believe that open, honest, and respectful communication is essential for an informed and involved citizenry and to foster a positive environment for those interacting with our town.

Cooperation, Collaboration and Teamwork

We will promote transparent engagement with citizens and stakeholders and expect our managers and consultants to understand the needs and values of our community. We will strive to ensure that our actions are inclusive and reflective of the diverse community of which we desire to be. We believe that the public is best served when all work cooperatively.

Environmental Stewardship and Sustainability

We believe in protecting our unique natural environment and the habitat it provides while balancing our development opportunities. We aspire to maintain and preserve our country style of living while preserving our municipal assets.



Town of Cross Roads

Municipal Development District

“Cross Roads – Open for Business”

Our Mission:

The mission of the Cross Roads Municipal Development District is to continue to grow the tax base by attracting new business, creating a family-oriented, safe town environment while preserving our small town country living, making the community a better place to do business, live and work.

Cross Roads Municipal Development District promotes the retention, and expansion of existing business for a sustainable economy leading to job creation. We partner with elected officials, administration officials, other Town committees, and Towns people to achieve this goal.

Building our Future Together.

Our Core Values:

Strategic, Operational and Financial Plans

Maintain strategic, operational and financial plans to support the anticipated increase in businesses providing employment and residential growth while maintaining Cross Roads small Town atmosphere. We believe in an honest and transparent government and are dedicated to the highest ideals of integrity, fairness and openness in partnering with our citizens, elected officials, administration officials, and other Town committees and boards, to facilitate the growth of Cross Roads.

Business Retention and Development

Encourage the development and retention of unique and small businesses that lend character to our Town and are an attraction while helping create a diverse economy in Cross Roads. The continued support of the Town’s retail shopping areas is critical while working to create a vibrant town center is essential for the continued financial health of our community.

Predictable Regulations and Cost

Provide the development community with a review process that delivers accurate and concise information relating to development standards and the costs of development to ensure that Cross Roads remains an attractive municipality in which to invest capital. We believe for an organization to be great it must be committed to excellence and quality regarding our community, residential and commercial development.



Position as a Destination

Continue to encourage visitors as an economic driver and promote the Town's features and assets, including the stewardship of its natural resources, cultural environment and agricultural heritage while growing the economy to the benefit of the Town of Cross Roads citizens.

Business, Family and Retirement Friendly

Work to nurture Cross Roads and its role as a desirable location for business, family and retirement populations, and to provide encouragement that supports and serves these populations.



Town of Cross Roads

Planning & Zoning Commission

“To Envision, Maintain and Collaborate for the Future of the Town of Cross Roads”

Our Mission:

The Planning and Zoning Commission’s mission is to operate in support of the Town Council to enhance and maintain the quality of life in the Town of Cross Roads. We perform this service through the administration of and adherence to town codes, policies, ordinances and regulations pertaining to planning, zoning, land use and subdivision of land.

Building our Future Together.

Our Core Values:

Collaboration – We engage with our citizens, business leaders, staff and other agencies in planning to best serve the public good and encourage the community to be involved in the future plans for Cross Roads.

Excellence - We strive for excellence in all we do. We provide open and honest communications and recognize the importance of trust, commitment and authenticity. We continuously work to improve our performance and service as a commission while also working to ensure the Town of Cross Roads ordinances and planning and zoning requirements are reviewed and current.

Respect - We support an objective process that considers all points of view. We rely on facts. We make informed decisions based on a shared understanding of the facts, context, and research.



Town of Cross Roads

Parks and Recreation Advisory Board

“Working to enrich our community by creating extraordinary recreational experiences”

Our Mission:

The Town of Cross Roads Parks & Recreation Board’s mission is to enhance the quality of life by providing for safe, well-maintained parks and public places, preserving historic resources and strengthening the bonds of community through programs and special events.

We create opportunities for renewal, growth, and enrichment, while actively caring for and protecting our urban forest to create a beautiful, livable town for the benefit of a community of people who live, work and visit the Town of Cross Roads.

These services will be facilitated and delivered through passionate, professional and proactive response to community interests and identified values.

Building our Future Together.

Our Core Values:

Core values are internal beliefs and qualities treasured by the community. These shared beliefs form a philosophy that guide the Town’s parks and recreation services.

Community Engagement - We work collaboratively to include and engage the full diversity of our community through community events and programs.

Family-Friendliness – We provide safe environments, clean and beautiful spaces and a welcoming atmosphere accessible to all.

Conservation & Stewardship - We responsibly manage and care for our natural and physical resources for current and future generations.

Health & Wellness – We provide environments for the promotion of mental and physical health, activity and relaxation.



Town of Cross Roads

Administrative Staff

“It All Starts Here, Where Service Meets Integrity.”

Our Mission:

To be effective and responsible stewards of public resources, to wisely and prudently use these resources for the public good, and to be accountable to those who have placed their trust in us.

To serve those around us with passion, being mindful to act in an ethical manner. We are committed to providing our customers with helpful and friendly service. We strive to work with both stakeholders and citizens to see that their goals can be achieved while working within the framework of the regulations adopted by the Town.

Building our Future Together.

Our Core Values:

Fiscally Responsible

We are entrusted with the public funds and we recognize it is a vital responsibility to ensure that the funds are budgeted and expended properly in support of the communities' goals.

Responsive

As public servants we strive to serve the Town of Cross Roads citizens and to exceed expectations. That is and should always be our constant focus. We listen, are empathetic and take appropriate action. We pursue good and timely solutions, and are alert to modifying strategies in response to unintended consequences.

Accountable

We take responsibility for our decisions and actions. We are accountable to our community and to each other so that future generations will have as many opportunities available to them as we do today. We encourage and practice servant leadership.

Respect

We acknowledge the dignity of every employee, citizen, resident, and visitor in our Town. We work actively to eliminate barriers to full participation in community life. We conduct Town business with courtesy, civility, and respect.



Town of Cross Roads

Cross Roads Police Department

“In Partnership With Our Community”

Our Vision:

The **Vision** of the Cross Roads Police Department is to attract and retain highly competent and diverse employees in order to maintain the respect and confidence of the community. Utilizing our core values, the department will continue to adapt within an ever-changing environment, thereby achieving excellence in law enforcement.

Our Mission:

The **Mission** of the Cross Roads Police Department is to serve as guardians of the Cross Roads community by protecting life and property, enforcing the law, detecting and deterring crime, preserving the peace and the rights of all people as guided by the Constitution, of the USA and through collaborative partnerships within the community.

Building our Future Together.

Our Core Values:

The Cross Roads Police Department strives for excellence in law enforcement based upon the following **Core Values**:

Integrity - Behaving ethically with moral principals and guiding trustworthy actions.

Service - Recognizing the needs of the community and responding to those needs to improve community relations and the quality of life.

Teamwork – Collaborating in an impactful way with all our citizens and stakeholders for the betterment of our community.

Accountability – Taking ownership for our actions; being responsible for the outcomes; and a willingness to be transparent, while holding ourselves to the highest standards both on and off duty.

Respect – Acknowledging the need for all individuals to be treated with dignity and understanding.



Town of Little Elm

Little Elm Fire Department

Mission and Values

The mission of the Little Elm Fire Department is to provide service excellence through outstanding pre-hospital care, fire suppression, fire prevention, and superior customer service to the residents and patrons of Little Elm and Cross Roads.

Core Values

Our mission is accomplished through the Town's Core Values of integrity, customer service, efficiency, and innovation. We know as we continue tying our values to our mission that will be a premiere emergency services provider and will imprint our legacy on the fire service and in the community.

Commitment to Excellence

Our commitment to excellence is shown through our dedication to strategic planning and commitment to growth and expansion of resources and personnel. In 2016, the Town of Little Elm earned the prestigious Public Protection ISO (Insurance Services Office) Class One designation through the efforts of the Little Elm Fire Department, Little Elm Water Department and our contracted dispatch services through the Denton County Sheriff's Department.



Little Elm Fire Department



Dear Citizens of Cross Roads,

The Little Elm Fire Department (LEFD) is a fully-paid, professional, fire and emergency medical services organization. LEFD employs 63 sworn members and requires all to be certified as firefighters and paramedics. We currently operate from 3 fire stations, and have a dedicated administrative staff to provide support to our members. With our staffing, equipment, and programs, LEFD has earned the coveted “ISO 1” classification, which allows our residents to receive the best possible homeowner insurance rates and puts our department among an exclusive group of fire departments throughout the United States.

For many years, LEFD has provided assistance to the Town of Cross Roads through the practice of mutual aid. Mutual aid is jargon for “being neighborly” and responding when requested by another fire department. Recently, an agreement was reached which will transform the relationship between the Town of Cross Roads and LEFD. Beginning October 1, 2021, LEFD will officially become your fire department and your new firefighters. As fire chief, I want to assure you that our members will take care of the citizens of Cross Roads with the same compassion and dedication they have for all the other communities we are sworn to protect. It is our mission to provide “superior services” to all we serve and in all we do.

This agreement between the Town of Cross Roads and the Town of Little Elm will have a positive impact on the emergency services LEFD is able to provide in the near future. The revenue received from this contract will make it possible for LEFD to advance our plans of adding an additional fire station with additional firefighters. This planned station will be our fourth, and will be located in the vicinity of Hwy 380 and FM 720. This station’s close proximity to the Town of Cross Roads will result in improved response times on emergency calls. The exact timeline for completion of the new fire station is unknown at this time, but we are exploring all options to expedite the project.

It is our goal to remain continually engaged with the community of Cross Roads. In an effort to accomplish this goal, we will extend our non-emergency programs to the community. An example of such a program is our Citizens Fire Academy (CFA). The CFA is a 10-week program that provides insight for those adults who are curious about the workings of a modern fire department. Graduates are allowed to ride-out with the firefighters and see firsthand the jobs they perform. For the youth, we have the Little Elm Fire Exploring Post. Kids from 14 years to 20 years have the opportunity to attend regular meetings and learn more about the fire service and emergency medical services. Like the CFA, fire explorers are allowed to ride out on a fire engine with the on-duty crew. The goal of the program is to introduce the youth to the fire service and as a possible future career.

LEFD is ready and excited to serve the Cross Roads community. We are appreciative that the elected officials of the Town of Cross Roads selected LEFD to be your fire department. As your firefighters, we also look forward to joining your community. Please feel free to drop by one of our fire stations and say hello. We always enjoy meeting those we serve. To keep up to date on LEFD and the progress of the future fire station, please consider liking our Facebook page. If I can be of assistance, please feel free to reach out as my contact info is listed below.

Stay safe and warm regards,
Paul Rust
Fire Chief
prust@littleelm.org
(214) 975-0424



Take Away and Next Step

The Town of Cross Roads Vision 2035 – Building Our Future Together process has presented an opportunity for the community to come together and explore the longer-term future. The current period of change within Cross Roads represents an important juncture in the community’s history and evolution. This is coupled with a more gradual generational shift, as the predominant Baby Boom generation moves through the demographic system bring more families with children into the mix and the citizens of Cross Roads recognize the large aging population. The resultant situation is where Cross Roads stands poised before some significant choices about future trajectory and outcomes. This has been well articulated in the Vision 2035 process.

The community has chosen a path forward that represents change but without losing touch with the important family values and rationale that has always defined Cross Roads as a community. The path ahead is not without its challenges and will require careful balancing of differing priorities, aspirations and desires. The collective decision-making process required to move forward will set Cross Roads apart as an intelligent, engaged, thoughtful and forward-looking Town. It will require maturity and patience on behalf of the citizens and leadership, and recognition that the complex resident mix, which makes Cross Roads interesting, also brings with it differing opinions and perspectives. Understanding the importance of the common good over personal self-interests will be critical to build alignment around important future shaping decisions and actions.

The Town of Cross Roads has enjoyed a long and prosperous history and has assumed the role of a community of choice or aspirational destination Denton County and North Texas. It possesses a strong housing market, prosperous resident mix, large acreage lots, natural preserve, wide open spaces and no property tax. This combines to make Cross Roads the envy of many of its neighbors.

In launching the Cross Roads Vision 2035 process, the Mayor, Town Council and Town staff clearly recognize the importance of each of these strengths in securing the future vitality of the Town. They have further decided to frame this process in as positive or constructive a light as possible in order to encourage residents to consider the possibilities of what Cross Roads could become. The dialogue that has resulted speaks of the Town’s potential and has identified a number of areas where the Town could emerge as a regional and national leader.

The Town of Cross Roads has completed Phase One (Steps 1 & 2 up to core values) of Greater Yield’s Strategic Planning Methodology with this initial consolidated community vision process. The next steps for the Town of Cross Roads is for your Town Council to accept this plan and move forward to prioritize the needs, wants, desires of the community and start the process of identifying the items that can be accomplished in what time frame then build a strategic plan that will flow into your Town’s Comprehensive Plan.



Strategic Planning Methodology



What is strategic planning?

Strategic planning is a management process designed to help organizations achieve desired stakeholder outcomes. This is done by creating a long-term vision for the future, identifying mid-term strategies that will make progress toward the vision, and developing short-term actions to implement strategies.

1 Prepare to plan



Determine the time frame

What time frame is the plan expected to span? Three to five years is ideal, long enough to allow major strategies to be implemented and generate observable results.

Understand the context

Before identifying long term goals and strategies, it's a good idea to do a scan of the organization and environment, looking at service demand, performance and trends. This is a good time to get public input into your plan.



Set your vision

Vision outlines what you want to be in the future—the aspirations of the community for itself. Your vision statement is your inspiration, the ultimate outcome of your strategic plan.



2 Create the plan

Articulate your mission (optional)

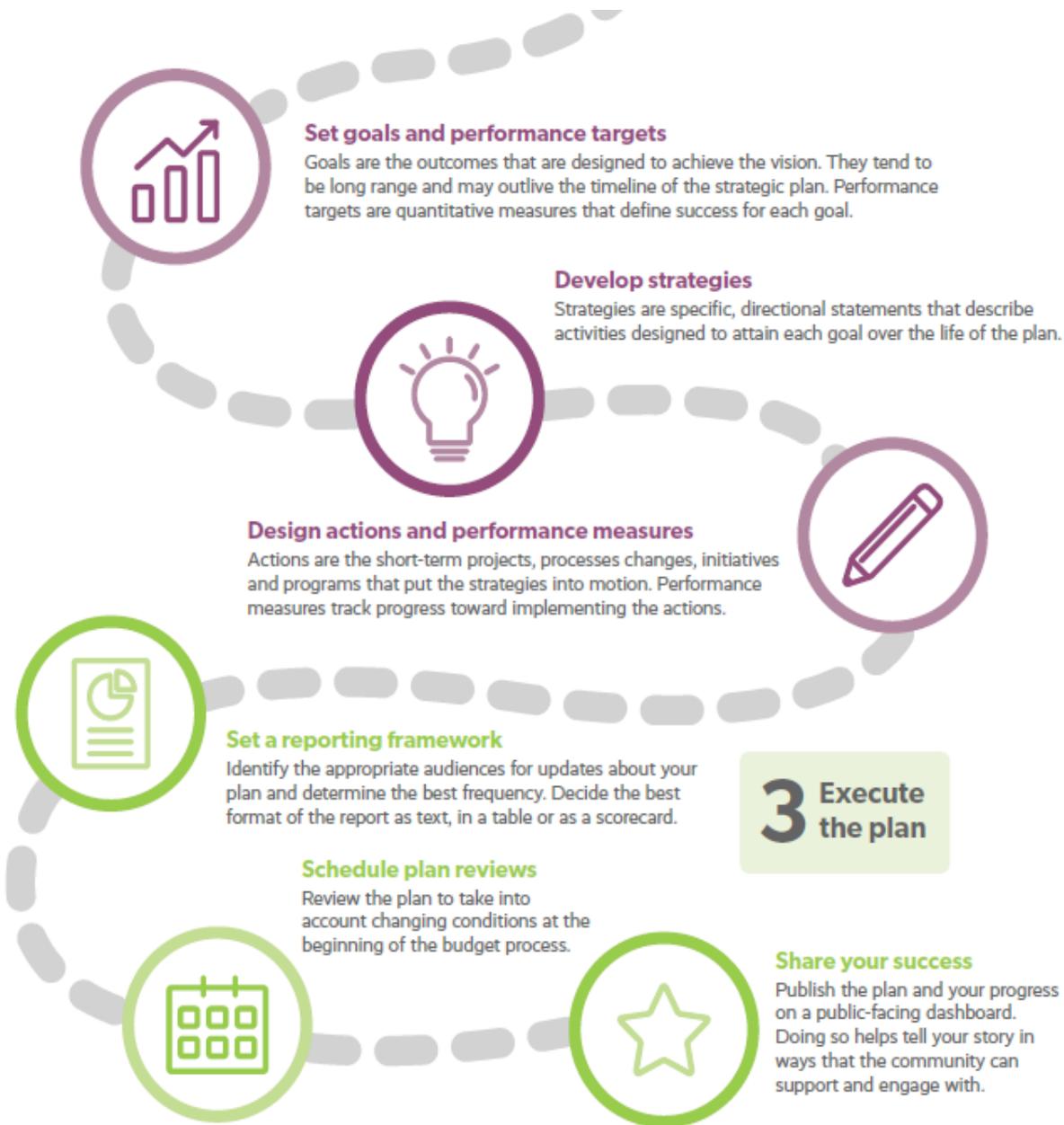
A mission statement defines the fundamental purpose of the organization, succinctly describing what it does to achieve its vision.



Define your values (optional)

Values are the cultural norms that you expect employees to adhere to when carrying out the mission that contributes to executing the plan and achieving the vision.





Once your plan is ready to go, the next step is to find the right solution to help you execute it, track and improve performance and communicate results. Please visit our website www.greateryield.com or contact us at 214-707-6006 to make your plan a reality.

About us
We believe that organizations thrive when there is trust, and that nothing builds trust like a well-executed plan.

www.greateryield.com
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 1-214-707-6006

